Assessment of Staff Motivation on Employee Performance: The Case of Public Service Management and Good Governance Office in Tanzania

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Abstract

The paper assesses effect of staff motivation on employee performance using recognition as the motivation factor. Tanzania's Public Service Management and Good Governance Office were polled for the study. The presumption that guided the study's topic was that employee performance is positively and significantly impacted by staff recognition, which is a factor in staff motivation. Cross-sectional design and both descriptive and inferential statistics were used in the study. A straightforward random chance sampling strategy was employed to include 144 research participants in the sample. Most primary data were gathered through the use of standardized questionnaires. The study discovers a statistically significant and robustly beneficial relationship between worker recognition and worker performance. Nonetheless, there is a little to moderate impact on the types of rewards and incentives, fringe benefits, and job quality of employees in Tanzania's Public Service Management and Good Governance Office divisions. According to the study's findings, workers at Tanzania's Public Service Management and Good Governance Office perform better when they receive compliments from their department leaders.

Keywords: Staff Motivation, Employee Performance, Worker's Recognition

1. Introduction

One of the main problems any organization has is getting employees to dedicate themselves to their work and give it their best in order to meet the objectives of the company. Most employees want to be motivated to love what they do and perform it to the best of their abilities (Ajayi & Samuel, 2015). Hanaysha and Majid (2018) assert that people are the most precious resource and that motivating and managing people is a challenging task. There is a lot of demand on organizations right now to find and implement programs that will boost employee engagement and productivity (Muthiani, 2021).

While there are various strategies employed by firms to inspire their workforce, the most popular strategy for achieving their goals is the incentive management system (Kampkötter, 2017). Reward management systems, according to Bandi et al. (2021), assist companies in attracting, securing, motivating, and retaining high-potential personnel who produce at high levels. The extrinsic and intrinsic rewards for extrinsic and intrinsic motivation include compensation, perks, and acknowledging employees for their high-quality work.

Classical theories of motivation, like Maslow's Hierachy of Needs (MHN) and the Herzberg Two Factor Theory, hold that motivation is the culmination of all internal and external forces that propel an individual to engage in certain activities, establish the boundaries and forms of those activities, and direct those activities toward the accomplishment of specific objectives (Riyanto et al. 2021). According to Sinambela & Ernawati (2021), motivation is a crucial component of a successful company since it helps businesses thrive by preserving the stability of its workforce.

Based on motivation literatures, when someone acts in a certain way because they enjoy the rewarding experiences that come with it, they are said to be motivated by intrinsic factors (Masalu, 2015). They stem from motivation, which is derived from aspects of the work itself, such as meeting challenges and getting good feedback and acknowledgment. Additionally, according to Abdurrahman (2018), extrinsic motivation refers to actions taken because of the results they would bring about rather than for their own purpose. Examples include working conditions and benefits related to salary. The organization offers extrinsic incentives in the form of money, perks, or recognition in the form of promotions from managers and coworkers (Johnson, 2020). A combination of these two factors inspires workers at any one time (Sinambela & Ernawati, 2021).Similarly, management theories of motivation support the idea that a successful company process is primarily driven by motivated employees. According to Maslow's Hierarchy of requirements, people have requirements that are ranked in order of importance, which they must overcome in order to fulfill. Once a need is met, they typically go on to the next one (Johnson et al., 2018). From a similar angle, McClelland's Three Needs Theory emphasizes that every employee has three fundamental needs that they strive to fulfill at work: affiliation, accomplishment, and power. According to this idea, a person's specific behaviors that have a major influence on their ability to manage or exert power at work, accomplish goals, and feel most connected to a collaborative atmosphere are what drive people to become motivated (Johnson et al., 2018).

Herzberg's motivation theory, sometimes referred to as the Two Factor Theory, states that individuals are driven by two things when it comes to their jobs: motivation and cleanliness, in contrast to the ideas of Maslow and McClelland. While the motivators are the internal elements of an individual's motives that spur individuals to work hard, the hygiene motive is concerned with an individual's working environment, which is comprised of organizational culture and structure (Johnson et al., 2018). Further, Herzberg explained that although motivators include things like performance, advancement, and job recognition, they can serve as sources of job dissatisfaction (Johnson et al., 2018). The Herzberg Two Factor hypothesis serves as the foundation for this investigation as it clarifies the relationship between an employee's motivation and their desire to work.

However, by emphasizing the extent to which an organization's human resources are responsible for producing the output necessary to satisfy shareholder value, the motivational theories and the agency theory that explain the driving forces behind job satisfaction may be helpful in clarifying and defining the requirements of the organization. Nonetheless, there is still disagreement on what constitutes public service motive and why it matters in different situations. The methods and techniques for putting public service principles into practice while transferring theory to reality continue to be criticized for not creating a public management atmosphere that fosters employee engagement.

The Good Governance Office's proposal for performance measurement and its long-term commitment to strategic integration have raised serious concerns about the quality of human resources management in Tanzania's public sector, especially with regard to employee retention and motivation (Olusadum & Anulika, 2018). To predict the behavior of the key agent, a variety of tactics are employed to connect the

expectations of the employees with the organization's focus on financial and non-financial incentives as motivators.

Based on human motivation theories, the long-standing belief that a motivated staff in the public sector contributes to beneficial social effects, means that keeping a motivated workforce is essential to achieving the goals of organizational changes. This logic lays the groundwork for the study's evaluation of the impact of worker motivation on job performance at Tanzania's Public Service Management and Good Governance Office.

2. Problem Statement

A demotivated employee is more likely to work less hard, produce lower-quality work, avoid the office, and, if given the opportunity, resign. On the other hand, motivated employees are more likely to volunteer for tasks, provide top-notch work, and show innovation, tenacity, and productivity (Kassa, 2015). Employee performance is considered to be one of the most significant aspects impacting employee performance, according to Alfandi (2020).

Therefore, Tanzania's government frequently uses a range of motivational incentives in order to encourage higher performance from its workers. For example, workers are entitled to benefits such paid time off, severance pay, night allowances, and meal allowances under section 6 of the Employment and Labor Relations Act of 2004 (URT, 2004). Furthermore, Public Service Standing Order 2009 Sections J 1 to J 26 deal with travel and transportation, while Sections D 51 to 55 and G 1 to G 9 deal with employee advancement and its rules, respectively (URT, 2009).

There are instances where employees are still not as productive as they were thought to be, even after the government has made several intrinsic, extrinsic, or combined efforts (Mfinanga, 2018). The goal of this study is to evaluate the recognition variables connected to worker performance.

3. Literature Review

Employee recognition offers supervisors a way to help their staff members or subordinates reach their full potential. Employees who have reached self-actualization are probably going to work to the best of their abilities. In this context, employee recognition also refers to the process by which an employee's accomplishments are valued in order to meet their requirements for respect (Haitao, 2020). From the same vantage point, Johnson et al. (2020) contended that rewards, punishments, security measures, and incentives are useful ways for companies to show their staff how much they are valued.

According to Herzberg's two-factor theory, satisfiers and dissatisfiers are the sources of motivation that are relevant to completing tasks (Pardee, 1990; Latham & Pinder, 2005). According to Herzberg, the main extrinsic elements cause job discontent, whereas the main internal factors provide job satisfaction. It was found that the cluster of intrinsic factors consisted of the work itself, achievement, progress, acknowledgment, and accountability.

Efficiency is influenced by a person's aptitude and motivation to work, and Herzberg contends that praising achievements highlights the significance of receiving credit for efforts or contributions to the company that go above and beyond job responsibilities. This recognition can come in the form of praise, a promotion, or an important assignment. Education and training help one become capable of doing work, while motivation helps one become motivated to undertake work. However, intrinsic motivation arises from completing the activity itself, according to Abdulrahman (2018). This might include a sense

of achievement or influence that comes from the work itself. The nature of the work itself affects this kind of motivation as well.

Organizations use incentives and prizes to inspire their workforce in an effort to bring out the best in them (Haitao, 2020). Employee opinions of what constitutes incentives and rewards augment effective motivation for the task since employees have diverse demands. Employee job satisfaction is likely to rise when they are well-motivated by acknowledgment (Johnson et al., 2018). As a result, incentives and awards are essential for raising employee performance as they help them feel invested in the objectives of the company.

Research indicates that implementing a well-crafted incentive program inside a company may significantly improve its efficacy and output. Similar to this, material rewards work well to raise task performance (Gopinath & Kalpana, 2020). This study concludes that the most desirable components for performance-driven employee motivation programs are recognition elements like incentives and awards.

Figure 1: Herzberg model with two factors
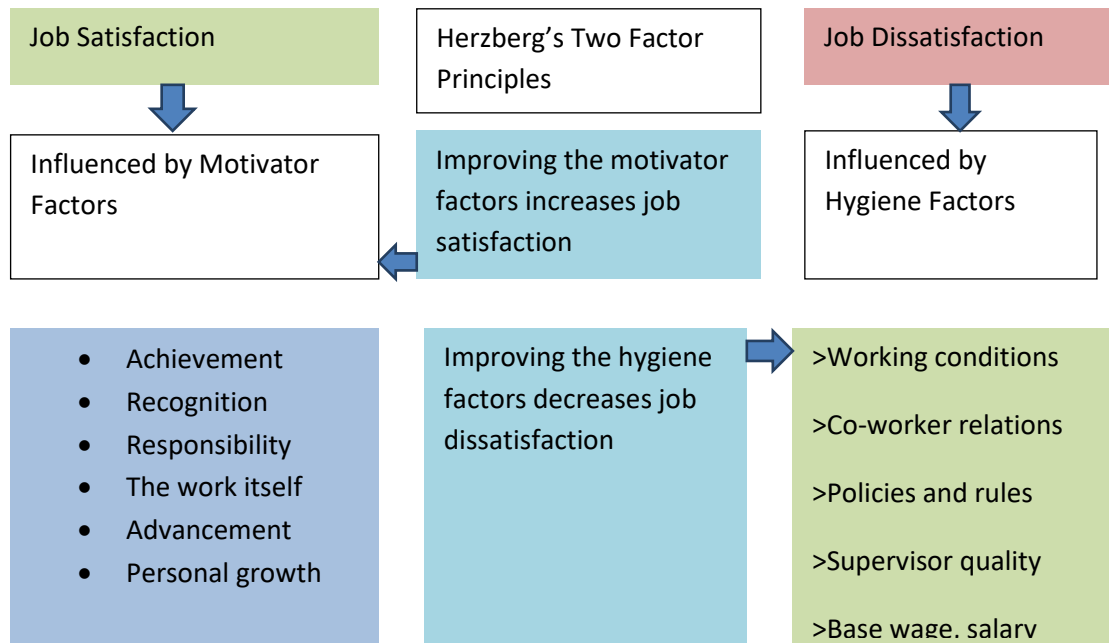
Source: Web 2022; Yuvika Lyer, Project Management

Herzberg's theory of motivation is used in this research, focusing on the options HODs and managers have to create incentive programs that affect performance. The motivational elements that influence the work performance of the Good Governance Office's workers are what need to be investigated. In order to demonstrate the relevance, significance, and influence of intrinsic motivation determinants on employee performance, this study examined a wide range of motivation-related topics.

According to empirical research like Masalu (2015), employees cited transportation allowances as one of the incentive packages that had an impact on them since they helped them carry out their economic operations. In a similar vein, Swalehe (2015) asserted that there is a connection between worker motivation and organizational success. Performance is greatly impacted by the internal and external incentive that employees get in a business.

Johnson et al. (2018) state that effectiveness and work completion time is two factors that may be used to evaluate public service performance. These criteria are used to pick candidates for appointments, promotions, and transfers depending on how well they do their assigned tasks.

According to this study, the quality of employee outcomes is determined by the organization's support of equality and diversity. Similar to this, the efficacy, output quality, output quantity, and efficiency of the service being provided are likewise determined by intrinsically subjective criteria for work satisfaction. In this context, the term "service performance index" refers to a set of indicators that include effectiveness, output quality, output quantity, efficiency, and results.

4. Methodology

Descriptive and inferential statistical methods were employed in a cross-sectional study design to assess the effect of employee motivation on job performance. Descriptive research, according to Kothari (2004), includes a variety of fact-finding questions and survey formats. The association between employee motivation and performance was analyzed and findings regarding the degree of effect between predictor and outcome variables based on generalization context were made easier via the use of inferential design.

The Public Service Management and Good Governance Office in Government City, Dodoma, was the site of the research. The researcher selected this topic of study to evaluate the particular challenges that workers at Tanzania's Public Service Management and Good Governance Office face, especially those related to motivation.

The study population consisted of 223 employees of the Public Service Management and Good Governance Office in Tanzania. Three departments' population distributions were suppressed: the subordinate supporting services, operational officers, and managerial personnel. Officials from the administration office and human resources department formed the management staff group; officials from the planning and coordination department formed the operational staff group; and representatives from the community development department formed the support service subordinate group.

The 223 population was used to determine the study's sample size. To determine the exact sample size at the required degree of variability, accuracy, and margin of error, the Yamane (1967) sample size formula was applied:

N / (1+Ne2) = n

Where N is the population size (223), n is the sample size, and e is the error term (5%, 0.05).

The study's sample size was determined by substituting in the formula:

n = 223/ (1+223 x 0.052) = 223/1.5575 = 144 employees of the Public Service Management and Good Governance Office.

The researcher used a straightforward random sampling approach to suppress the sample population; giving each employee an equal chance of being included in the survey (Creswell, 2017). Based on their changes, Etikan and Bala (2017) found that the strategy was statistically reliable and more likely to represent different study population subgroups.

Structured questionnaires were used to directly collect primary data for this study from field respondents. The primary source is the set of data that was initially collected since it was original and unique. Questionnaires were developed to offer answers to study questions in order to meet research aims. Two methods for analyzing data were employed in the analysis. The earliest type of statistical analysis was descriptive statistics, which examined responses to variables and respondent demographics

using frequency, percentage, mean, and standard deviation. The multivariate analysis using multiple regressions and Pearson correlation, inferential statistics constituted the second method of data analysis. Based on the degree of influence between predictor variables of rewards and incentives, fringe benefits and incentives, and employee quality of work as the recognition factors on employee performance, Pearson correlation coefficients were used to test for a causal relationship between the measure variables. The link and magnitude of influence between the three independent factors and the dependent variable were made clearer with the use of multiple regression analysis. The research utilized the subsequent multiple regression analysis models based on this:

Y equals α plus $\beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$.

Whereas

Y = Performance of Employees;

α represents the constant, the regression line's intercept point, and the y-axis. B_1–β_3 represents the regression line's gradient and slope (coefficient magnitude).

X_1 = Rewards and Incentives

X_2 = Fringe benefits and Incentives

X_3 = Employee's quality of work

ε = Error term

The model assumes the absence of multicollinearity, heteroscedasticity, and that all factors are linear and normally distributed.

5. Results and Discussion

5.1 Demographic Results

As indicated in Table 1, the information provided by the respondents was gathered according to their gender and the public servant's specific job title. The data indicated that out of the total respondents, 84 (58.3%) were men and 60 (42.7%) were women, indicating that men made up the majority of the raters in the study. However, operational personnel were more prevalent in the poll, accounting for 78 (or 54.2%) of all respondents. Yet, with 43 (29.9%) representing support services subordinates, the second-largest group of participants was management personnel, with 23 (16.0%). This distribution suggests that the Public Service Management and Good Governance Office have a hierarchical and pyramidal power structure, with management constituting the minority and operational personnel and other subordinates the majority.

Table 1 Frequency Table: Respondent's Characteristics

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender					
Valid	Male	84	58.3	58.3	58.3
	Female	60	41.7	41.7	100.0
	Total	144	100.0	100.0	
Job position					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Management	23	16.0	16.0	16.0
	Operational staff	78	54.2	54.2	70.1
	Support Services	43	29.9	29.9	100.0
	Total	144	100.0	100.0	

Field Survey (2023)

5.2 Validity and Reliability Results

Prior to analyzing the scale data, we operationalized the measure items in the construct and used the Cronbach's Alpha test to verify internal consistency. The Friedman's chi-square test was used to the scale statistic (Tables 2 and 3, respectively) for multivariate statistical generalization. The test results take into account both statistically substantial correlations between the factors acting as predictors and strong internal consistency of the measure items. The reliability statistic showed a good degree of reliability in explaining the test item fitness after several measurement attempts, with a Cronbach's Alpha coefficient of 0.705 percent points. In a similar vein, the standardized items' Cronhach's Alpha coefficient was 0.707 percent point, suggesting good internal consistency.

Table 2 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.705	.707	17

Executed dataset (SPSS, 2023)

A statistically significant result was found between the test items by using Friedman's multivariate statistical generalization in the analysis of variance. In light of the allowable range of variance between dependent and independent variables, this shows that the measure items are legitimate for generalizing the results. The variations were predicated on the following assumptions: H0: every coefficient is zero; and H1: at least one coefficient deviates from zero. It was decided to reject the null hypothesis in light of the data (Table 3).

Table 3 ANOVA with Friedman's Test

		Sum of Squares	Df	Mean Square	Friedman's Chi-Square	Sig
Between People		650.882	143	4.552		
Within People	Between Items	284.388[a]	16	17.774	195.221	.000
	Residual	3071.965	2288	1.343		
	Total	3356.353	2304	1.457		
Total		4007.235	2447	1.638		
Grand Mean = 3.7108						
a. Kendall's coefficient of concordance W = .071.						

The consistency and dependability of the correlation coefficients that would be utilized to correlate the

independent variable predictors in the correlation study were also assessed by the interclass correlation test. The measure items had significant findings at a 95% confidence interval and a strong connection, according to the data.

Table 4 Intra-class Correlation Coefficient

	Intraclass Correlation[b]	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.123[a]	.091	.165	3.390	143	2288	.000
Average Measures	.705[c]	.630	.771	3.390	143	2288	.000
Two-way mixed effects model where people effects are random and measures effects are fixed.							
a. The estimator is the same, whether the interaction effect is present or not.							
b. Type C intraclass correlation coefficients using a consistency definition. The between-measure variance is excluded from the denominator variance.							
c. This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.							

5.3 Descriptive Results

The descriptive findings indicate that organizations are using employee recognition more and more as a means of encouraging workers to achieve high performance and productivity levels. Table 5 reports that financial incentives have a beneficial impact on performance-enhancing behaviors and partially satisfy employees who have a strong supportive culture.

Table 5 Descriptive Statistics: Recognition Factors

	Mean	Std. Deviation	N
The extent employees are motivated through recognition	3.9375	1.07234	144
The extent employees are recognized through rewards and incentives	3.7431	1.38295	144
The extent employees are appreciated through fringe benefits and incentives	3.7222	1.49799	144
The extent employee's quality work is recognized	4.2500	.97880	144

Executed dataset (SPSS, 2023)

The mean score of 3.94 in Table 5 indicates that employees are highly motivated when they get praise. The relative moderateness of the changes between the minimum and maximum rating is shown by the relevant indicator's standard deviation (1.07). Similarly, the mean score of (3.74) indicated that there is a significant level of employee recognition through awards and incentives. This indicator's standard deviation is 1.38, suggesting that there is greater variety in the observed responses between the lowest and highest rating scores. Additionally, the descriptive findings demonstrate that, with a mean score of 3.72, the degree to which employees are valued through incentives and fringe benefits is considerable. The standard deviation (1.49), on the other hand, suggests that there is a large degree of rating dispersion

between the minimum and maximum answer. The employee's high level of recognition for their exceptional job was demonstrated by their mean score of 4.25 and standard deviation of 0.97, which indicate minimal response variance. We are positive that incentives and awards, the caliber of an employee's job, and fringe benefits are the key recognition variables that affect an employee's performance in light of the outcomes.

Furthermore, the research findings indicate that there is a significant probability of employee motivation through recognition in a variety of categories and divisions. For two departments, namely management and operational staff, the cross-tabulation findings (Figure 1) between job positions demonstrate the significant high ratings in favor of recognition as the motivating element.
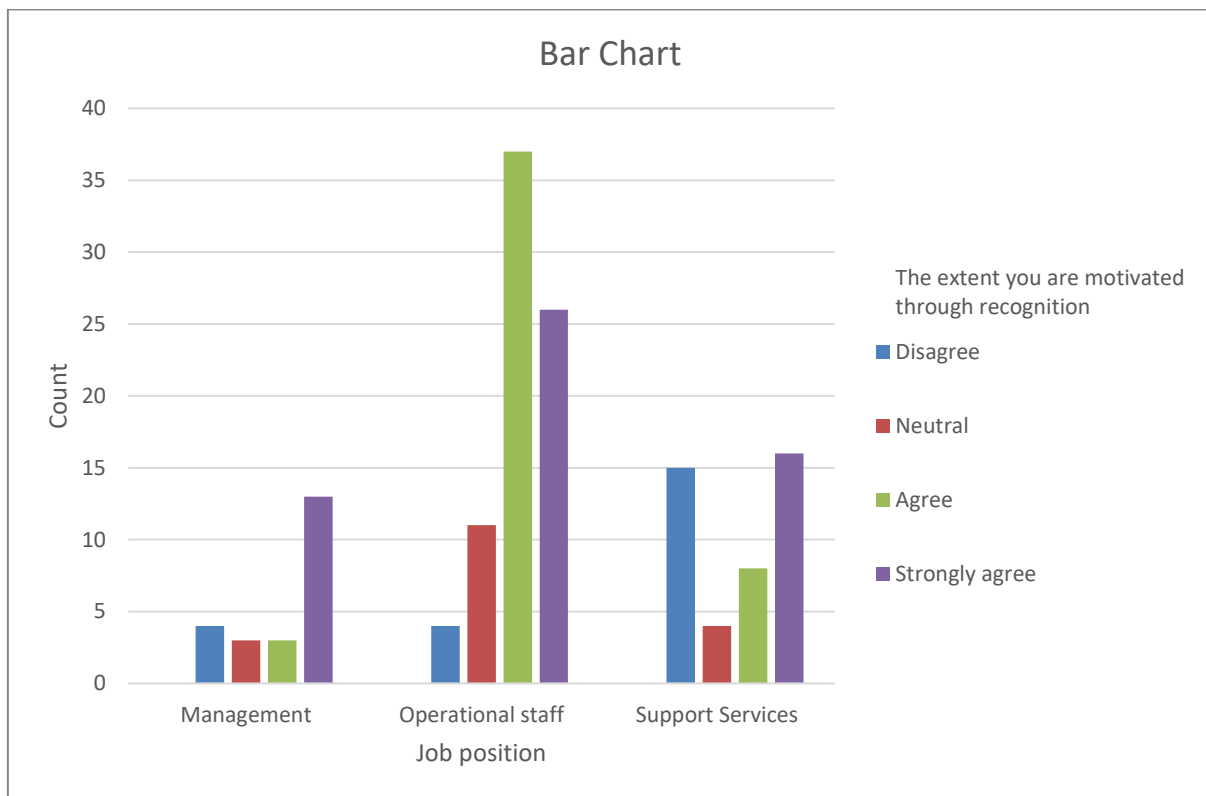

Figure 1 illustrates how much appreciation may inspire employees.

According to Figure 1, 9.03 percent of management teams have improved their job performance as a result of receiving job recognition. A minority (2.78%) of the executive team contended that they were not acknowledged. It was discovered that the second set of operational staff members had a high chance of being recognized. Operational staff members who participated in the study (25.69%) felt that receiving recognized motivates them to do a better job. In a similar vein, this operational staff group's strong (18.06%) effect upon job recognition was seen. On the other hand, a negligible percentage (2.78%) of operational personnel did not exhibit motivation via acknowledgment.

In contrast, there was comparatively little chance of work performance through acknowledgment among subordinates in support services. The findings showed that just 11.11% of support services subordinates were deemed to have received recognition for their work, while a sizable majority (10.42%) did not. The results, however, sparked the debate that, when it came to job titles at Tanzania's Public Service

Management and Good Governance Office, the most well-known staff members were those in management and operations, while the least well-known staff members were those providing support services.

Similarly, the study conducted in the field reveals that the majority of workers receive incentives and prizes in the form of compensation and certificates, which helps assess the sorts of recognition that their HODs provide them with and help them perform better on the job. The operational workforce is rewarded and incentivized to the same level as the management team. However, it was shown that the level of reward and incentive considerations among support services staff members was quite minimal. Figure 2 provides more illustrations of the results.
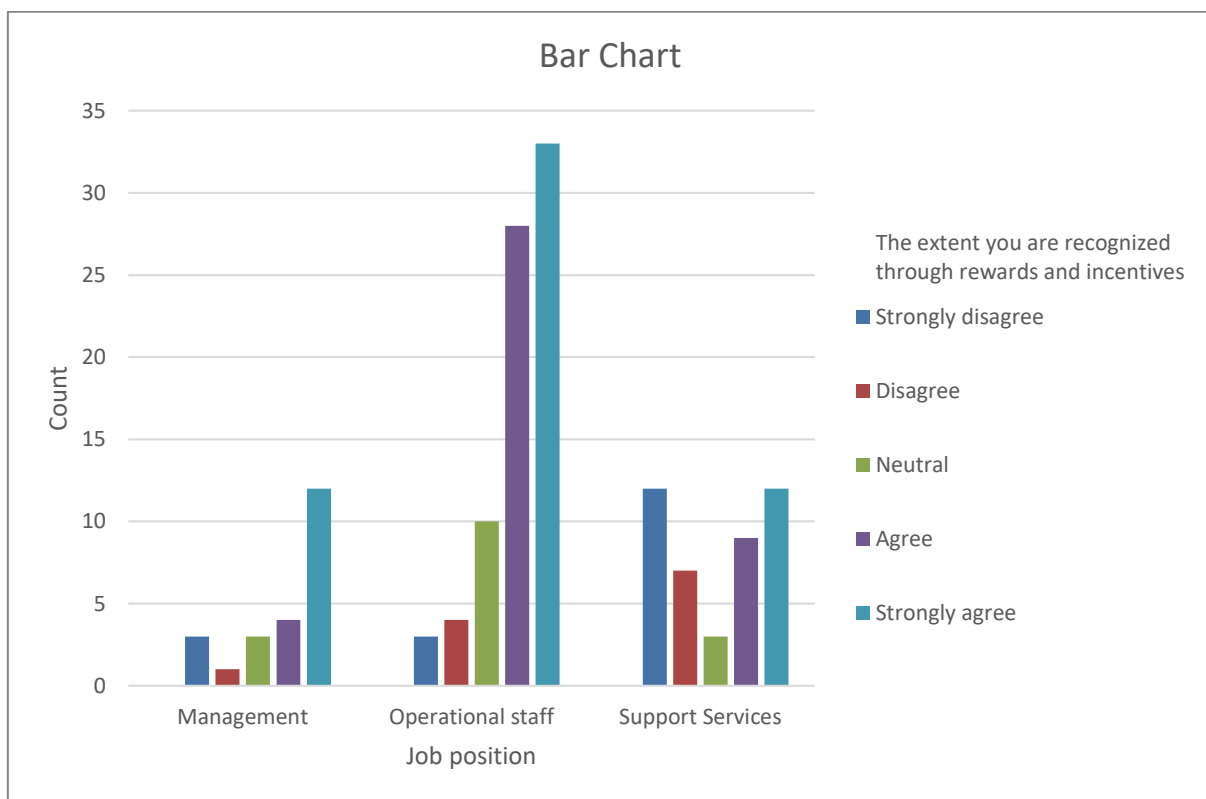
Figure 2 shows how much recognition employees received from incentives and rewards

According to Figure 2, the chance that the management team would be motivated by awards is low (8.33%), but the likelihood that the operational staff will be driven by rewards is relatively high (22.92% and 19.44%), respectively, between strongly agree and agree. Consequently, assessments among rates (8.33%) also indicated that the degree to which providing prizes and incentives motivates support services was low. According to the results, operational staff members at Tanzania's Public Service Management and Good Governance Office receive the highest salaries on average.

These results are consistent with the empirical data presented by Amoatemaa & Kyeremeh (2016), who claim that firms are increasingly using employee recognition as a means of encouraging workers to achieve high performance and productivity levels. Incentives for performance are a fantastic way to encourage and partially satisfy employees. A successful supportive culture is also a good way to grasp

the psychology of praising employees for a job well done.

Moreover, recognition denotes not just career success but also consistent or sporadic personal commitment and involvement as it is perceived as a positive response and an assessment of a person's input. A sense of ownership and belonging, increased loyalty and morale, and higher retention rates inside the company are all benefits of showing gratitude to employees. Additionally, it needs to let employees understand how much their effort matters.

The results of this study showed that employees' quality work is positively recognized to a great degree. According to ratings, the management team has 12 members who strongly agree and 5 who agree relatively; the operational staff has 42 members who strongly agree and 20 who agree relatively; the support services subordinates have 21 members who strongly agree and 17 who agree comparatively. Figure 3 presents the findings.
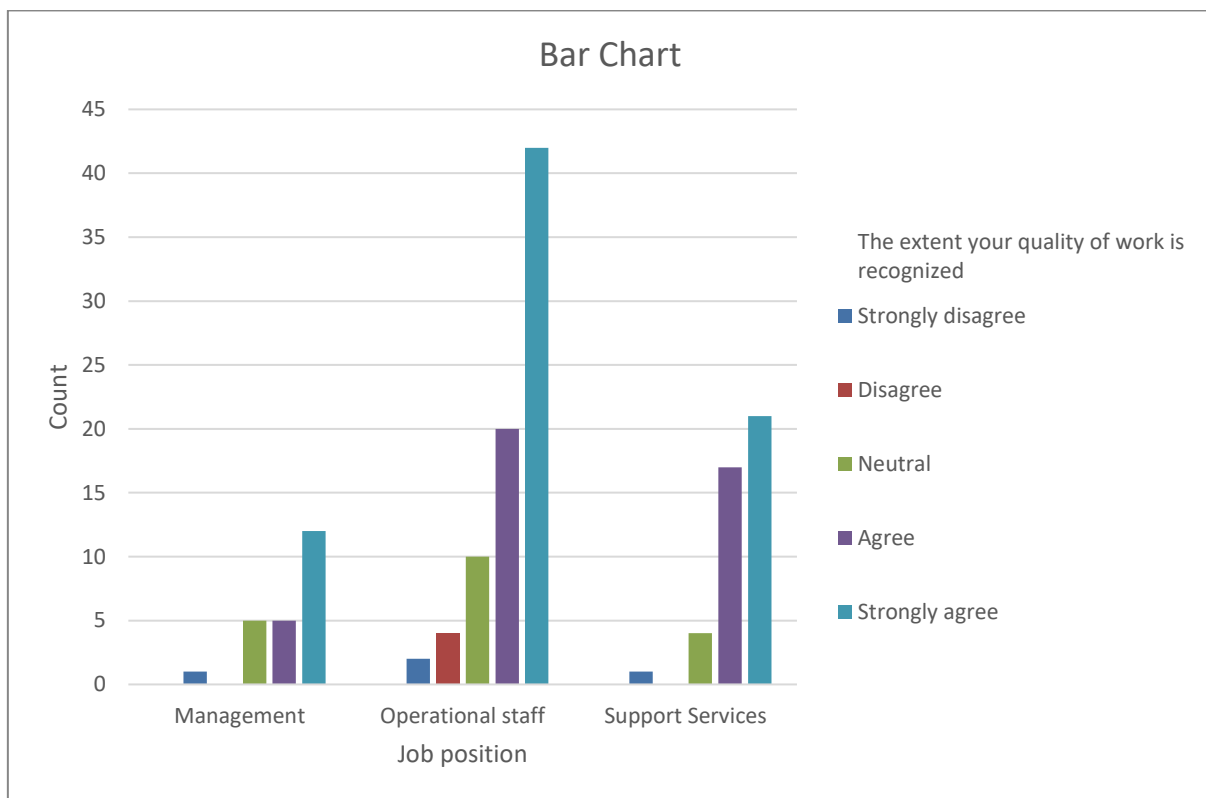
Figure 3: The degree to which employees' high-quality work is acknowledged

Empirical literatures have shown that recognizing employees for a range of experiences and activities that enhance and expand their talents has simplified methods of employee recognition (Mfinanga, 2018; Muthiani, 2021). Employee appreciation may take many different forms, such as acknowledging achievements, work habits, commitment to the workplace, and individual accomplishments. However, gifts and certificates, shopping sprees, home goods, lunches, trophies, and designated parking spaces are all ways to publicly recognize the employee of the month or year.
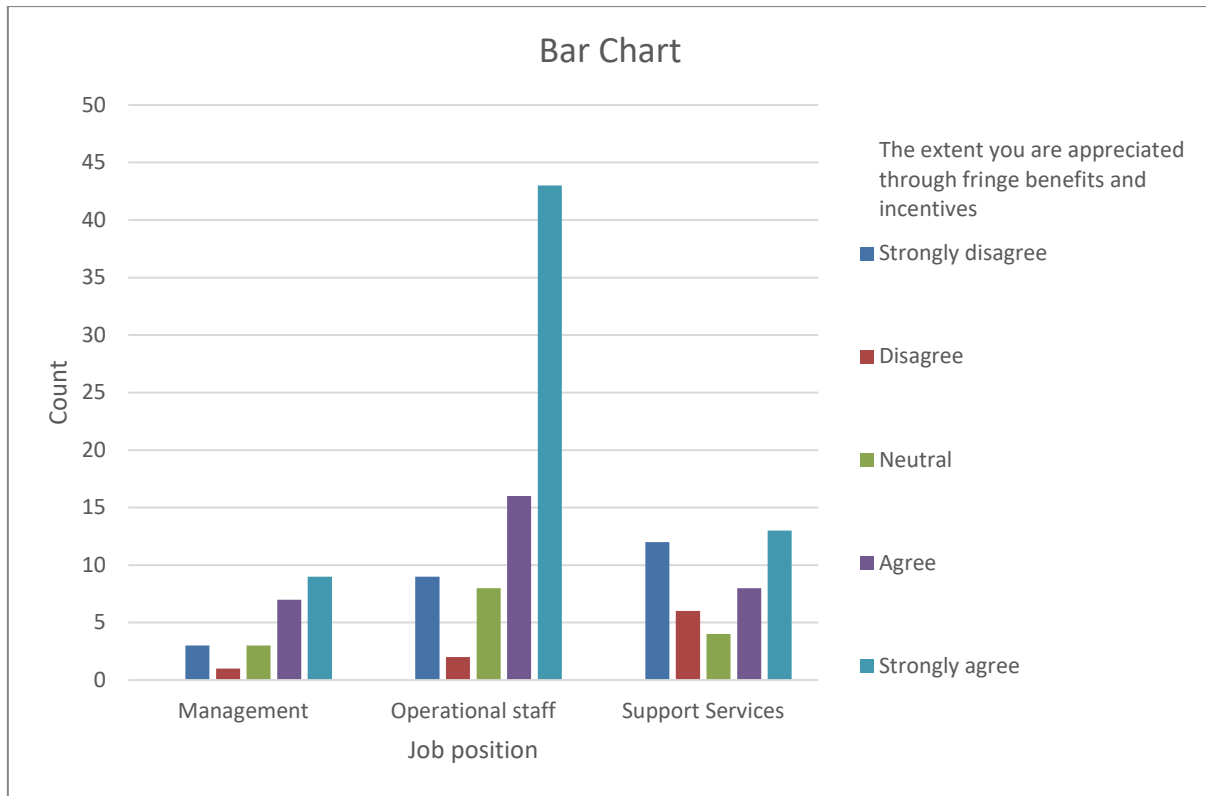
Figure 4 the extent employees are appreciated through fringe benefits and incentives

According to Figure 4, The operating workforce is absolute high, as described by 43 (29.89%); on average, reasonably high, as indicated by 9 (6.25%); According to 13 (9.03%) respondents, the support services subordinate is modest, while 12 (8.33%) respondents view it as extremely low. The likelihood that the management team receives fringe benefits is high. The results indicate that while operational workers and the management team are highly valued by their peers, support service professionals are not as well-appreciated despite receiving incentives and perks.

5.4 Correlation Results

The predictor variables, which are the degree to which employees are motivated by recognition (WR1), rewards and incentives (WR2), fringe benefits and incentives (WR3), and the quality of their work (WR4), were evaluated for likelihood using the two-tailed Pearson Correlation coefficients. The correlation data indicate that there is a mild negative correlation (0.078) between WR1/WR4, a high positive correlation (0.712) between WR1/WR3, and a strong positive correlation (0.762) between WR1/WR2. These correlations are favorably correlated with employee performance. Furthermore, it was shown that WR2 and WR3 had a large positive association (0.816), but a modest negative correlation (0.019) with WR4. Additionally, WR3 and WR4 have a modest negative connection (0.010). Employee performance was shown to be adversely correlated with the worker's quality of work (WR4), which had a negative correlation and statistically negligible connection with the other indicators. Table 6 presents the findings.

Table 6 Pearson Correlation

		WR1	WR2	WR3	WR4
WR1	Pearson Correlation	1	.762	.712	-.078
	Sig. (2-tailed)		.000	.000	.351
	N	144	144	144	144
WR2	Pearson Correlation	.762	1	.816	-.019
	Sig. (2-tailed)	.000		.000	.818
	N	144	144	144	144
WR3	Pearson Correlation	.712	.816	1	-.010
	Sig. (2-tailed)	.000	.000		.910
	N	144	144	144	144
WR4	Pearson Correlation	-.078	-.019	-.010	1
	Sig. (2-tailed)	.351	.818	.910	
	N	144	144	144	144

Executed dataset (SPSS, 2023)

5.5 Regression Results

The Durbin Watson test for autocorrelation and the normality test were used to evaluate the regression model's fitness. In the regression model, multicollinearity between predictor variables was found using the variance inflation factor (VIF). The predictor variables are regularly distributed beneath the mean, according to the normality test (Figure 5).

Figure 5 Normality test.
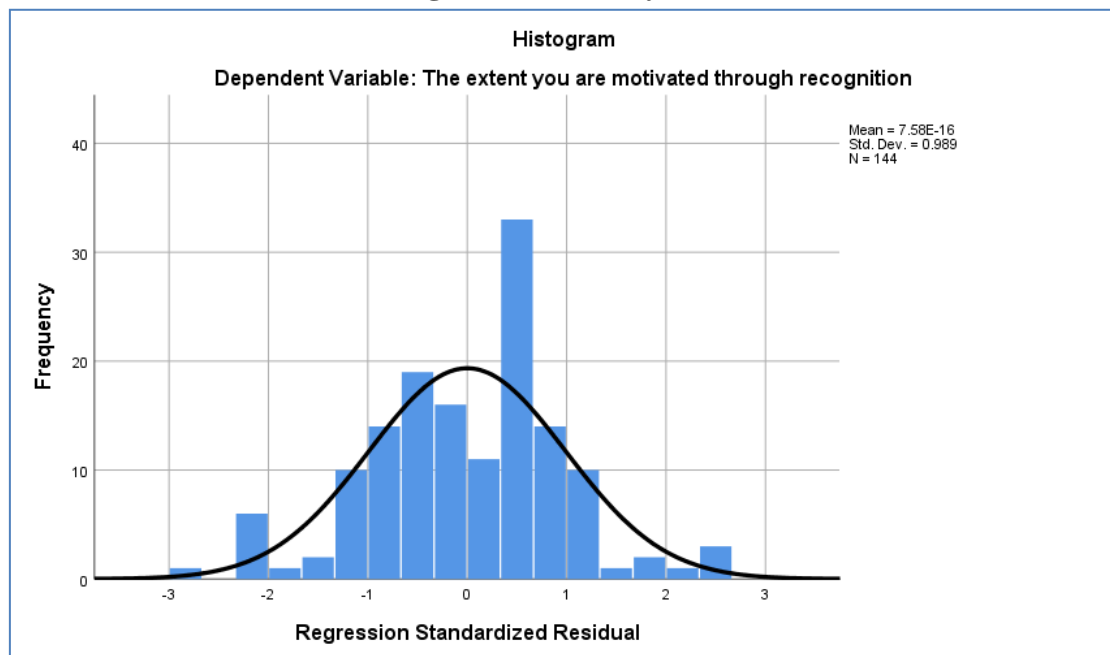
The regression model does not exhibit substantial multicollinearity, according to the test for multicollinearity between predictor variables (Table 7).

Table 7 Collinearity Statistics Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	Rewards and incentives	.334	2.993
	Fringe benefits and incentives	.334	2.992
	Employee's quality of work	1.000	1.000
a. Dependent Variable: The extent you are motivated through recognition			

The quality work produced by the employee has a value of (1.00) in Table 7, which suggests that there is no association between the supplied predictor and the other predictors in the model. On the other hand, a moderate correlation between the model's provided predictors is shown by the VIF values of (2.992) fringe benefits and incentives and rewards (2.993). Nevertheless, the findings indicate that none of the predictor variables' VIF values are higher than 5, which suggests that multicollinearity won't be an issue for the regression model.

Moreover, a linear relationship between the predictors and the outcome variable is shown by the regression model's test for linearity (Figure 6). The results are displayed using the P-P plot of the regression with standardized residual.

Figure 6 Linearity P-P Plot
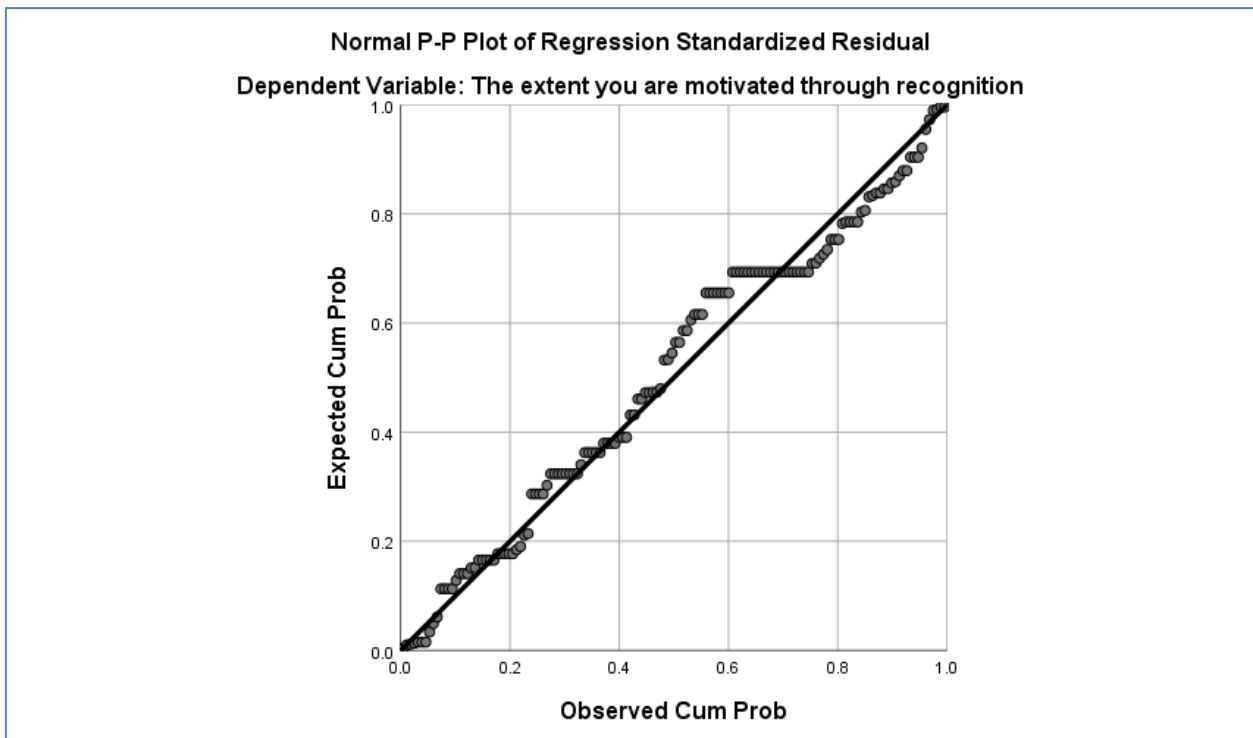
Executed dataset (SPSS, 2023)

The regression model summary shows that there is a substantial correlation coefficient between the predictor and the dependent variables, with the predictor's R value of 0.781 and the coefficient of determination (R-square) value of 0.610) suggesting a significant association effect. The estimate's comparatively low standard error of the estimate (0.677) indicates that the regression model fits the data effectively. According to the Durbin-Watson statistic (1.849), the model does not contain serial autocorrelation, and as a result, heteroscedasticity is not present. Table 8 presents the results in graphic form.

Table 8 Regression Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.781[a]	.610	.601	.67715	1.849
a. Predictors: (Constant), employee quality of work, fringe benefits and incentives, rewards and incentives					
b. Dependent Variable: The extent employees are motivated through recognition					

Based on the presumptions that H0: every coefficient in the regression model is zero and H1: every coefficient in the regression model differs from zero, the analysis of variance was evaluated. The test results demonstrate the model's statistical significance at a 95% confidence interval (p=000, p<0.05). As a result, the alternative hypothesis (H1) is accepted and the null hypothesis (H0) is rejected.

Table 9 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.243	3	33.414	72.872	.000[b]
	Residual	64.194	140	.459		
	Total	164.437	143			
a. Dependent Variable: The extent employees are motivated through recognition						
b. Predictors: (Constant), employee's quality of work, fringe benefits and incentives, rewards and incentives						

Table 10 of the regression model presents these results in terms of magnitude;

Table 10 Magnitude of Coefficients[a]

Model		Unstandardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error			Lower Bound	Upper Bound
1	(Constant)	1.952	.299	6.536	.000	1.362	2.543
	rewards and incentives	.420	.071	5.925	.000	.280	.560
	fringe benefits	.193	.065	2.950	.004	.064	.322

and incentives						
Employee's quality of work	-.071	.058	-1.235	.219	-.186	.043
a. Dependent Variable: The extent employees are motivated through recognition						

Executed dataset (SPSS, 2023)

The regression model may provide an explanation for the employee's quality of work (WR4), which has a beta coefficient of (-0.071) and is statistically insignificant in the model. With a beta coefficient of 0.420, rewards and incentives (WR2) are statistically significant in the model predicting how much recognition motivates employees (WR1). In the same way, the model to explain how much recognition motivates employees (WR1) has a statistically significant impact and a beta coefficient of (0.193) for fringe benefits and incentives (WR3). Table 10 presents these findings.

The following equation represents the final regression equation, Y it, which represents the dependent variable that the changes in WR2, WR3, and WR4 explained:

$$Y\_it = 1.952 + 0.420 * WR2 + 0.193 * WR3 - 0.071 * WR4$$

The findings supported the validity and acceptance of the hypothesis that "worker's recognition as the staff motivation factor has positive and significant effect on employee's performance."

6. Conclusion and Recommendation

The goal of this study was to evaluate how employee performance at Tanzania's Public Service Management and Good Governance Office was impacted by worker motivation. The presumption that underpinned the study's topic was that employee acknowledgment of their own motivational factors had a positive and significant impact on their performance.

The survey discovered that government workers haven't always performed exceptionally well when it comes to completing their jobs. It was discovered that there is no clear indication of whether or not public employees in the departments of management staff, operational staff, and support services subordinate are driven by recognition. The many forms of acknowledgment that employees receive from their heads of department (HODs) in order to enhance their job performance indicate that the majority of employees receive incentives and prizes in the form of compensation and certificates. However, the study discovers that, across employee groups at Tanzania's Public Service Management and Good Governance Office, worker recognition and employee performance have a statistically significant and substantial positive link.

The study's conclusions suggest that, in order for government agencies to meet the needs of the general public to the best of their abilities, employee performance in these agencies should constantly be improved on the basis of their obligation as public servants.

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